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Alberta Executive Council Briefs
1975-127

THE ARCTIC INSTITUTE
OF NORTH AMERICA

PROPOSAL TO
THE GOVERNMENT OF ALBERTA

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Alta
Executive Council

Briefs 1975-125



THE ARCTIC INSTITUTE OF NORTH AMERICA

PROPOSAL TO

THE GOVERNMENT OF ALBERTA

JULY, 1975

BACKGROUND

1. The Institute was incorporated in Canada by an Act of Parliament in 1945 and in the United States, first in the State of New York, but now in the District of Columbia as a private non-profit research organization. Although the two corporations are separate in law, in practice, the Institute operates as a single entity. The Institute's headquarters was located at McGill University, because at that time, the Montreal area contained the largest group of scientists, engineers, and entrepreneurs with active northern interests. Also McGill offered accommodation and some administrative facilities at less than commercial rates.
2. During the past 30 years, the Institute has been influential in stimulating an awareness of the north and an active study of Arctic conditions. The Institute has collected records and scientific and technical papers so that the Institute's library is now the most complete collection of northern scientific and technical literature available in North America.
3. In the late 1960's and early 1970's the Institute considered establishing an office in Western Canada in addition to their headquarters in Montreal and their office in Washington, D.C. The University of Calgary was approached as a possible location for this western office and the University expressed its interest.
4. In 1973, the Institute began having severe financial problems. As well, the primary focus for activities in the Arctic had shifted to the western part of the continent. In November, 1973, the Board of Governors of the Institute approved-in-principle the move of its eastern offices to Anchorage and Calgary and directed that a small committee be appointed to investigate all the ramifications thereof.
5. On learning of the Institute's intention to relocate their headquarters and library, the University of Manitoba offered space to house the Institute and the Province of Manitoba offered to provide financial support of \$150,000 per year.

There was considerable discussion in the State Department in 1955
regarding the possibility of establishing a State Department
of Education. It was felt that the State Department
should be responsible for the education of the children
of American citizens. The State Department was divided
on this issue. Some felt that the State Department
should be responsible for the education of the children
of American citizens, while others felt that the
Department of Education should be responsible for the
education of the children of American citizens.

In 1955, the State Department was divided on the
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American citizens.

6. Both the University of Alberta and the University of Calgary expressed interest in housing and providing financial support to the Arctic Institute. The University of Alberta expressed their preference for buying the library collection of the Arctic Institute and integrating it with the library of the Boreal Institute for Northern Studies that already exists on the University of Alberta Campus.
7. On July 26, 1974, Mr. R. G. S. Currie wrote to the Premier of Alberta, indicating the interest of the Institute to move to Calgary and indicating that such a move would require the blessing and the financial assistance of the Government of Alberta. In this letter and a follow-up letter dated September 17, 1974, Mr. Currie requested a meeting with the Premier.
8. A brief outlining the relocation of the Institute to Calgary was submitted to the Province of Alberta and to the University of Calgary in August, 1974. Dr. Cochrane the President of the University of Calgary expressed the interest of the University in having the Institute locate at the University provided it did not affect the total budget of the University.
9. In order to keep the Institute in Quebec, the Government of Quebec offered a grant of \$65,000 per year, three francophone universities offered a total of \$65,000 per year, and McGill University offered an annual grant of \$20,000 to support the Institute's library and offered to renovate space at the University for the Institute's headquarters and library.
10. The Premier met with Mr. Currie and Dr. Cochrane on October 9, 1974 to discuss the move of the Arctic Institute to Calgary. At that time, the suggested magnitude of financing required was in the neighborhood of \$80,000 to move the Institute and annual funding of \$150,000 for operating costs.
11. On October 9, 1974, the Premier referred the matter to the Science and Research Special Committee of Cabinet composed of the Hon. William Yurko, the Hon. Jim Foster, and the Hon. Fred Peacock.

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12. On November 13, 1974, the Science and Research Special Committee of Cabinet met with Mr. Currie of the Board of Governors of the Arctic Institute, Dr. Cochrane, President of the University of Calgary, and Dr. Gunning, President of the University of Alberta. The stance of the Cabinet Committee at that time was that it was prepared to recommend major support to the Institute should it move to Alberta, provided that the Arctic Institute confirm by motion its intentions to relocate to the Province of Alberta on such terms and conditions as may be agreed upon by the Institute, the Alberta Government and such University or Universities as may be appropriate. The two major factors to be negotiated would be the location of the Institute and the funding of the Institute by the Government of Alberta.
13. On November 22, 1974, the Board of Governors of the Institute decided that the Institute should remain in Montreal. A grant of \$65,000 was accepted by the Institute from Quebec interests as the first installment of the promised funds for the Institute remaining in Quebec.
14. On January 21, 1975, Mr. Currie wrote a letter and a brief to the Science and Research Special Committee of Cabinet indicating that there was some question as to the legality of the motion of the Board of Governors of the Institute to remain in Montreal and indicating that the Arctic Institute wished to reopen negotiations of a possible move to Calgary. The brief proposed that a trust fund of \$2,500,000 be established by the Government of Alberta. The interest of the trust fund would be reinvested and used for the administration of programs of the Arctic Institute and for establishing a new trust fund by and for the Arctic Institute of North America.
15. On learning on this development, the University of Alberta requested that before any decisions were taken involving the use of provincial funds, that the University of Alberta have an opportunity to present to Government the interests and position of the University of Alberta.
16. On May 9, 1975, the Board of Governors of the Arctic Institute passed a motion to relocate the headquarters and library of the Institute to the University of Calgary.

17. In June, 1975, the Board of Governors of the University of Calgary passed a motion to extend a formal invitation to the Arctic Institute of North America to locate its headquarters at the University of Calgary and to make available space of up to 15,000 square feet in a university building for maximum of five years. This was upon the conditions that the Institute would be responsible for obtaining the necessary funds to cover the costs of relocating from its present headquarters in Montreal and for obtaining operational assistance. Details of the arrangements were to be negotiated between the University and Institute officials.
18. In July, 1975, a joint press release between the Arctic Institute of North America and the University of Calgary announced the relocation of the Institute to the University of Calgary.
19. In late July, 1975, the attached proposal for funding of the Arctic Institute of North America in Calgary by the Government of Alberta was submitted to the Minister of Advanced Education and Manpower.

SUMMARY OF PROPOSAL

The proposal outlines the aims and objectives of the Institute, the membership of its Board of Governors, its organizational structure, the services provided by the Institute, the present professional staff, the present financial situation, and a proposed budget for the fiscal year 1975/76. The primary emphasis of the Institute in the future will be in the area of information services. A computerized information system is planned which will provide literature searches, bibliographic listings, summary reports and reference information services to government, industry, the academic community and the general public at cost. The Institute also provides an active publication program and research services program.

On May 9, 1975, the Board of Governors of the Arctic Institute authorized the chairman to proceed as follows:

1. Advise the Government of Alberta of the Institute's readiness to move its headquarters and library to the University of Calgary.
2. Complete negotiations with the University of Calgary for sufficient space for its headquarters and library at no cost to the Institute.
3. Enter into agreements with the Government of Alberta on behalf of the Institute for provision of sufficient funds to enable the Institute to move its headquarters and library from Montreal to Calgary and to operate in Calgary on a long term basis at a satisfactory level of activity. The long term objective is to achieve financial stability from the proceeds of a trust fund.

The Board of Governors of the University of Calgary passed a motion to extend a formal invitation to the Arctic Institute of North America to locate its headquarters at the University of Calgary and to make available space of up to 15,000 square feet in an university building for a maximum term of five years.

The proposal to the Government of Alberta is as follows:



1. An immediate one time contribution of \$325,000; \$125,000 of this amount to cover the cost of moving personnel, facilities and the library from Montreal to Calgary; \$200,000 to enable the Institute to operate until the income from a proposed endowment fund begins to accrue.
2. A Term Grant in the amount of \$5,000,000 to enable the Institute to establish its own endowment fund. Approximately \$300,000 of the annual income from the fund would be used to defer operating expenses and the remainder would be invested in an Institute-owned permanent endowment fund. The Term Grant would be returned to the Government of Alberta once the Institute's endowment fund reached \$5,000,000. At a ten percent rate of return the original endowment grant should be returned to the Government of Alberta in 1989. It is expected that the Alberta Government endowment fund would be managed by an advisory group having majority government representation.

The Arctic Institute is prepared to begin establishing itself in Calgary immediately upon approval by the Government of Alberta. The suggested time line for relocation is to have the personnel and library moved during September so that administrative services would be operational by October 1, 1975 and the library services would be operational by January 1, 1976.

ASSESSMENT OF PROPOSAL

1. The magnitude of financing suggested by the Arctic Institute has escalated 400% within one year.
2. Considering the time value of money the proposed financial arrangement is equivalent to a grant of \$325,000 in 1975/76 followed by annual grants of \$500,000 for 13 years, or to a grant of \$325,000 in 1975/76 followed by annual grants of \$300,000 for 13 years followed by a grant of \$5 million. These grants do not include the value of the space and services provided by the University of Calgary.
3. The commitment by the University of Calgary is to provide space for only five years. It is anticipated that at that time the University will require the space for its own purposes. Furthermore, it is anticipated that a proposal will be forthcoming in the near future to construct a building on the University of Calgary Campus to house the Canadian Energy Research Institute, the Arctic Institute of North America, and other Institutes.
4. The advantages to Alberta of having the Institute locate its headquarters in Alberta have only been described in nebulous terms. The major advantages are the prestige of having an institute of international repute in Alberta and the ready access to the library for scientists of Alberta.
5. From the proposal, it does not appear that Albertans would receive preferential treatment in the services of the Institute. Government, industry and university officials in Alberta would have to pay the cost of the services of the Institute as would anyone from any other part of the world.
6. From the proposal, it does not appear that the University of Calgary or the Province of Alberta would be represented on the Board of Governors of the Arctic Institute or that the Province of Alberta would have any influence or control over the expenditures of the Institute.

7. There is no guarantee that the Arctic Institute would not move its headquarters and library after receiving financial assistance from the Government of Alberta.
8. The timeline to achieve the relocation which has been proposed by the Arctic Institute is unrealistic.

ALTERNATIVES AND RECOMMENDATIONS

The following alternatives are open to the Government of Alberta:

1. The proposal could be rejected. No special funding would be provided to the Arctic Institute or to the University of Calgary to house the Institute at the University of Calgary. If the Institute wishes to move to Calgary, and the University wishes to provide financial support out of its normal operating budget, they would be free to do so.
2. The stance taken by the Science and Research Special Committee of Cabinet could be confirmed. Terms and conditions, such as the location of the Institute in Alberta and the funding provided by the Government of Alberta could then be negotiated among the Institute, the Alberta Government and such university or universities as may be appropriate. As the corollary, the advantages of having the headquarters of the Arctic Institute of North America in Alberta could be fully investigated.
3. The relocation of the Arctic Institute to the University of Calgary could be accepted but the level of funding by the Government of Alberta could be negotiated.
4. The relocation of the Institute to Calgary and the financial arrangements proposed could be accepted.

It is recommended that the Government of Alberta confirm the position taken by the Science and Research Special Committee of Cabinet. The Government would be willing to consider financial assistance to the Arctic Institute provided that the Board of Governors of the Institute recind their motion to move to Calgary and pass a resolution to move the Institute to Alberta. When this resolution was passed there would be negotiations between the Board, the Provincial Government, and the university or universities concerned on the location of the Institute and its funding.

THE ARCTIC INSTITUTE OF NORTH AMERICA

IN CALGARY

a proposal to

THE GOVERNMENT OF ALBERTA

July 1975

SUMMARY

The Arctic Institute is seeking to gain long-term financial security in order to ensure effective performance of its role in the future affairs of the North American Arctic; to strengthen its support of northern science; and, to disseminate information concerning the Arctic to all who need it throughout Canada, and the United States and other interested nations.

Acting on preliminary discussions between principals of the Arctic Institute of North America and Ministers of the Government of Alberta, the Institute's Board of Governors at its May 9, 1975 meeting resolved to establish its headquarters and library in Calgary in space to be allocated by the University of Calgary, provided that the following financial arrangements could be consummated:

- a) Provision by the Government of Alberta of a grant to sustain the cost of moving Arctic Institute personnel, facilities and library materials from their present locations to the University of Calgary.
- b) Establishment by the Government of Alberta of a term endowment fund sufficient to permit the Arctic Institute to generate operating capital and invest in a permanent, wholly-owned endowment fund.

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AIMS AND OBJECTIVES (Adopted in 1974)

The principal function of the Arctic Institute is to provide a bond between those interested in the Arctic and to promote their mutual interests, knowledge and understanding. Though first and foremost a North American organization, the Institute strongly encourages membership, mutual endeavours and international good will amongst scholars and laymen of the circumpolar regions.

SOCIETY ACTIVITIES

The Institute is primarily a society of scholars and friends of the North, with affiliation open to all. The compass of the Institute includes all fields of scholarly inquiry, experienced administration and lay interest in the Arctic. The Institute seeks to broaden its foreign contacts in order to encourage increased interchange of information, to promote joint studies of multi-national issues and to foster a sense of identification amongst the entire arctic community.

INFORMATION SERVICES PROGRAM

The Institute provides information and news pertaining to the Arctic. The library of the Institute is the principal repository for information and data about the Arctic and the North and it receives high priority amongst Institute programs. It also provides bibliographic services at cost. The journal Arctic is the principal organ of the Institute. It provides authoritative and interesting articles on, and reviews of, northern subjects, along with shorter notes of current interest to a national and international audience. Other publications, at frequent intervals, are produced either by the Institute or in collaboration with others in the interest of keeping close contact with members, and for the better dissemination of topical information relating to the Arctic. The Institute proposes, organizes and conducts conferences and symposia pertaining to arctic scholarship and issues and publishes the proceedings.

RESEARCH SERVICES PROGRAM

The Institute makes Grants-in-Aid to scientists, scholars and students for investigations pertaining to the Arctic and the North. It supports, as appropriate, the preparation and distribution of technical reports and other documents on arctic problems and issues prepared by Fellows, Members and other experts.

The Institute itself conducts scientific investigations in the field or manages the logistics of programs initiated by others, when full financial support is assured. It performs research and special studies for governments or business only on specific invitation and with full funding, or where the research to be performed is considered to further significantly the objectives of the Institute.

BOARD OF GOVERNORS
(1975)

Executive Committee

- Mr. R.G.S. Currie - Chairman
Panarctic Oils Ltd., Calgary
- Dr. Keith B. Mather - Vice Chairman
University of Alaska, Fairbanks
- Mr. Richard H. Nolte - Secretary
Institute of Current World Affairs, New York
- Dr. Fred G. Armstrong - Treasurer
New York, New York
- Dr. F. Kenneth Hare - Governor-at-large
University of Toronto
- Dr. W.E. Taylor, Jr. - Governor-at-large
National Museum of Man, Ottawa
- Mr. Robert C. Faylor - Executive Director (Acting)
The Arctic Institute of North America, Calgary

f. J. Brian Bird
McGill University
Roger A. Blais
Université de Montréal
Max C. Brewer
Juneau, Alaska
Roger J.E. Brown
National Research Council of Canada,
Ottawa
John Martin Campbell
University of New Mexico, Albuquerque
M.J. Dunbar
McGill University
Børge Fristrup
Hellerup, Denmark
Richard M. Hill
Inuvik Research Laboratory
f. Jack D. Ives
University of Colorado, Boulder

Dr. J. Peter Johnson
Carleton University, Ottawa
Dr. Royce E. Longton
University of Manitoba, Winnipeg
Dr. A.H. Macpherson
Environmental Management Service, Edmonton
Dr. W.S.B. Paterson
Polar Continental Shelf Project, Ottawa
Dr. Stephen C. Porter
University of Washington, Seattle
Dr. Emanuel D. Rudolph
The Ohio State University, Columbus
Lt. Gov. Lowell Thomas, Jr.
State of Alaska, Juneau
Dr. Leslie A. Viereck
Institute of Northern Forestry, Fairbanks
Dr. Walter A. Wood
Arlington, Virginia

BACKGROUND

Throughout more than a quarter of a century the Arctic Institute has employed many methods to finance its operations. Methods which have been used by universities, and by classical research and educational institutions, have not been successful to a corresponding degree for the Institute because of its unique character. Foundations and governments have generously provided support for many programs and for operating support but not for endowment purposes. The Government of Canada, in particular, has provided operating support. For many years significant revenues were obtained in the form of overhead on government grants and contracts for project activity, but these sources varied from year to year and did not permit the development of a long-term financial base or plan. Substantial contributions have been received from large corporations, governments and from individuals to support specific projects. At one time, a subsidiary company was formed to generate profits from contracts. Membership dues were increased in 1974. Recently, membership drives have been tried and solicitation of Governors, Members and friends has generated some support. Also, a determined effort has been initiated to attract companies to make annual contributions and identify with the Institute's aims as Corporate Associates. From this multi-faceted, fluctuating base of financial support the Institute has achieved its international prominence in arctic science and education.

Following guidelines established by the Board of Governors in December 1973, several Governors and Institute Fellows developed programs for financial support from the governments of Alberta, Manitoba and Quebec. Each of these efforts resulted in attractive offers of long-term support, and in the case of the Province of Quebec in a substantial commitment of new financial support. A careful appraisal of each proposal was made in May 1975 by the Board and they resolved that the Institute's long-term objectives would best be served by an expansion of its activities westward; by establishing its headquarters and its central library in facilities offered by the University of Calgary, and by seeking confirmation of the financial support which the Government of Alberta had indicated would be available. It was suggested that this support include funds for moving personnel and facilities, including library materials, to Calgary. It also was anticipated that the Government of Alberta would provide a term grant to the Institute to be used as an endowment fund, one half of the income from which would be used towards operating expenses, the remainder to be invested by the Institute to create its own permanent endowment fund.

The Board of Governors decided to move to Calgary in order to expand the Institute's operations; to maintain financial independence from any single interest group, whether it be government, industry or university; and to continue to make its services more useful and available to all who are concerned with the Arctic and the North. The Board feels strongly that the establishment of an Institute presence in Calgary will not detract from the services it can provide the academic community, the business community and the governments in eastern North America.



Extract from Minutes of Board of Governors Meeting
Calgary, May 9-10, 1975

Location

It was moved seconded and carried, by open vote, that the Board confirms its resolution of November 1973 which expressed intent to move its offices to Anchorage and Calgary and that the Board rescinds its resolution of November 1974 that the headquarters remain in Montreal. (Fourteen ayes, two nays, one abstention. Dr. Dunbar wished his negative vote recorded).

The Chairman was authorized to complete negotiations with the Government of Alberta and the University of Calgary to make possible the move to Calgary co-opting such Governors or staff as he needed to assist.

The Board authorized the Chairman to proceed as follows:

- a) Advise the Government of Alberta of the Institute's readiness to move its headquarters and library to the University of Calgary.
- b) Complete negotiations with the University of Calgary for sufficient space for its headquarters and library at no cost to the Institute.
- c) Enter into agreements with the Government of Alberta on behalf of the Institute for the provision of sufficient funds to enable the Institute to move its headquarters and library from Montreal to Calgary and to operate in Calgary on a long-term basis at a satisfactory level of activity. The long-term objective is to achieve financial stability from the proceeds of a trust fund.

It is understood that when the headquarters and library are moved to space provided by the University of Calgary, policy control of the Arctic Institute will remain with the Board of Governors.

Article III of the By-Laws is accordingly hereby amended.

PRESENT FINANCIAL SITUATION

The Arctic Institute has tailored its programs to keep expenditures within the anticipated income during the current fiscal year. Its Board has reviewed its programs in the light of the situation in the North today and new priorities have been set. Realistically, they realize that the present level of activity is not sufficient for the Institute to perform its proper role in northern affairs.

Under existing conditions, the anticipated level of income is on the order of \$475,000 per year from the following sources:

Federal Government of Canada	\$ 150,000
Government of Quebec and Quebec universities	116,000
Corporate Donations	70,000
Project Revenue	57,000
Publication Sales	52,000
Membership	30,000
<u>Total</u>	<u>\$ 475,000</u>

The annual contribution from the Canadian Government is partial support for core funding of the basic administrative expenses of the Institute, in accordance with Treasury Board regulations concerning federal support of universities and institutes. The Government of Quebec, four universities and some industry within the Province have indicated their intent to contribute funds and facilities annually in recognition and support of the Institute's contribution to the area. However, additional funds are needed for administration, management, professional staff, committee functions, information services programs, publications and Grants-in-Aid for research.

Under optimum conditions the Arctic Institute should expand so that a gross income of about \$1 1/2 million per year would be available to maintain a level of operations in North America sufficient to serve the interest of the membership, the academic community, corporate associates, government sponsors, the business community and the general public. The majority of these funds would be required to support the information program, including the library and the publication of the Arctic and the Newsletter, Information North. In addition to these revenues, the Institute raises additional funds from time to time to support specific projects as the need arises. As these projects and needs do not recur regularly the funds are not reflected in average annual budgets.

Obviously, optimum positions must be earned and the Institute is prepared to do that. Accordingly, a realistic budget for the coming year is \$780,000. Of this amount, \$425,000 would be for fixed expenses, \$255,000 for information services and \$100,000 for research support. At this level of effort, approximately \$300,000 is needed from new sources.

FINANCIAL POSITION

<u>ASSETS</u>	<u>Sept. 1975</u> <u>(Anticipated)</u>	<u>Sept. 1974</u>
Cash	\$ 10,000	\$ 34,770
Accounts receivable	101,000	103,383
Prepayments and book inventory	20,000	9,120
Investments	30,000	30,000
Field equipment	35,000	30,639
Library	<u>1</u>	<u>1</u>
<u>Total assets</u>	<u>\$196,001</u>	<u>\$207,913</u>
<u>LIABILITIES</u>		
Accounts payable	\$ 60,000	\$ 93,356
Unexpended funds and grants	131,000	120,705
Employee fringe benefits	-	8,372
Note payable	<u>-</u>	<u>10,000</u>
<u>Total liabilities</u>	<u>\$191,000</u>	<u>\$232,433</u>
 <u>FUND BALANCE (rounded)</u>	 <u>\$ 5,000</u>	 <u>\$(24,500)</u>

PROPOSED BUDGET
Fiscal Year 1975-76

FIXED EXPENDITURES

Executive and administrative salaries	\$202,000	
Office expenses	152,000	
Board and committee meetings	51,000;	
Membership service	10,000	
Field stations	<u>10,000</u>	
Sub-total		<u>\$425,000</u>

PROGRAM EXPENDITURES

Information services	\$255,000	
Research services	<u>100,000</u>	
Sub-total		<u>\$355,000</u>

<u>TOTAL EXPENDITURES</u>		<u>\$780,000</u>
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INCOME

Federal Government of Canada	\$150,000	
Government of Quebec and Quebec universities	116,000	
Corporate donations	70,000	
Project revenue	57,000	
Publication sales	52,000	
Membership	<u>30,000</u>	
TOTAL INCOME		<u>\$475,000</u>

REVENUE SHORTFALL		<u>\$305,000</u>
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PROPOSAL

The Arctic Institute of North America has decided to establish its headquarters at the University of Calgary and has made suitable arrangements for working space and affiliation with that academic institution. The headquarters will include all functions of the Institute and the move is now awaiting only financial support from the Government of Alberta.

Therefore, the Institute respectfully requests the sum of \$325,000 as a one-time contribution to cover the cost of moving key personnel, facilities and the library from Montreal, Ottawa and Washington and establishing them at the University of Calgary. Of this amount, \$200,000 will be "bridge" financing to enable the Institute to operate until the income from a proposed endowment fund begins to accrue, and while the Institute establishes operations and contacts in western Canada.

The Institute also respectfully requests from the Government of Alberta a term grant in the amount of five million dollars to enable it to establish its own endowment fund. Approximately one-half of the annual income from the fund would be used to defer fixed operating expenses and the remainder would be invested in an Institute-owned, permanent endowment fund. The term grant would be returned to the Government of Alberta once the Institute's endowment fund reaches five million dollars. The attached computer run indicates that at a 10% rate of return the original endowment grant should be returned to the Government of Alberta in 1989. It is expected that the Alberta Government endowment fund would be managed by an advisory group having majority Government representation.

The Board of Governors has recognized that the long-range solution to the Institute's financial problems lies in the attainment of its own substantial endowment fund, the income from which would supplement operating revenue received from other sources. It is against this background, together with changing organizational aims, that the Board resolved to move the headquarters to Alberta where the Institute can expand and still continue to pursue its stated objectives and where it can be assured of adequate financial assistance for a reasonable period of time. The financial support requested from the Government of Alberta, together with the excellent facilities and co-operation offered by the University of Calgary, will provide the Arctic Institute with financial independence and stability and also will provide an operating environment suitable for the growth of a dynamic organization.

It is anticipated that economic developments in both Alaska and northern Canada, as well as international co-operation amongst the circumpolar nations, will increase dramatically in the foreseeable future. As an internationally renowned centre of northern studies and information, the Arctic Institute's presence in Alberta and its active participation in northern matters will unquestionably become increasingly significant, especially in view of Alberta's evident interest in developing its northern regions. Most of the Institute's concerns and activities are highly relevant and useful to industry, the academic community and to the government and there have, in the past, been numerous instances where joint undertakings were initiated between the Institute and Alberta-based organizations. It is expected that many new projects and ideas will be implemented in the future to expand the high level of co-ordination and co-operation which already exists with other provincial northern research and educational institutions.

ARCTIC INSTITUTE

FUND YR BEGIN	INT FUND A	INT FUND B	TOTAL INTER	OPER EXPENSE	NET INVESTMT	FUND B YR END
1976	500,000.0		500,000.0	300,000.0	200,000.0	200,000.0
1977	500,000.0	20,000.0	520,000.0	300,000.0	220,000.0	420,000.0
1978	500,000.0	42,000.0	542,000.0	300,000.0	242,000.0	662,000.0
1979	500,000.0	66,200.0	566,200.0	300,000.0	266,200.0	928,200.0
1980	500,000.0	92,820.0	592,820.0	300,000.0	292,820.0	1,221,020.0
1981	500,000.0	122,102.0	622,102.0	300,000.0	322,102.0	1,543,122.0
1982	500,000.0	154,312.2	654,312.2	300,000.0	354,312.2	1,897,434.2
1983	500,000.0	189,743.4	689,743.4	300,000.0	389,743.4	2,287,177.6
1984	500,000.0	228,717.8	728,717.8	300,000.0	428,717.8	2,715,895.4
1985	500,000.0	271,589.5	771,589.5	300,000.0	471,589.5	3,187,484.9
1986	500,000.0	318,748.5	818,748.5	300,000.0	518,748.5	3,706,233.4
1987	500,000.0	370,623.3	870,623.3	300,000.0	570,623.3	4,276,856.8
1988	500,000.0	427,685.7	927,685.7	300,000.0	627,685.7	4,904,542.4
1989	500,000.0	490,454.2	990,454.2	300,000.0	690,454.2	5,594,996.7
1990	500,000.0	559,499.7	1,059,499.7	500,000.0	759,499.7	6,354,496.3
1991	500,000.0	635,449.6	1,135,449.6	300,000.0	835,449.6	7,189,946.0
1992	500,000.0	718,994.6	1,218,994.6	300,000.0	918,994.6	8,108,940.6

RELOCATION COSTS
(Non recurring)

Staff travel	\$ 10,000
Transient living quarters and subsistence	12,000
Staff relocation	16,000
Packing library materials	10,000
Shipping library materials	10,000
Library shelving, cabinets, etc.	10,000
Unpacking and shelving	10,000
Office furnishings	20,000
Office equipment	10,000
Office supplies	5,000
Contingency	<u>10,000</u>
<u>Total</u>	<u>\$123,000</u>

The above costs are approximations. They will not be exceeded and are presented only to show the amount and nature of the one-time costs directly attributable to the relocation of the Institute's headquarters and central library.

TIMETABLE

The Arctic Institute is prepared to begin establishing itself in Calgary immediately after this proposal is approved by the Government of Alberta.

A commitment for use of 15,000 square feet of space in the library building at the University of Calgary has been obtained. A preliminary layout of the space to accommodate the Executive Office, the library and the information and research service facilities has been developed and implementation only awaits confirmation of assistance from the Government of Alberta.

A target date for the initiation of operations in Calgary is October 1, 1975, which is the beginning of the Institute's fiscal year. In order to meet this date, positive action will be required by early August. The plan for phasing-in the various operations is as follows:

- 1 August - Executive Director will set up temporary office and telephone and mail service at the University of Calgary.
- 15 August - Director - Administration will begin full-time responsibilities in temporary office provided by the University of Calgary.
- 1 Sept. - Librarian and Director, Research Services will be on duty in Calgary to supervise establishment of library.
- 1 Sept. - Library materials will begin to flow from Montreal. Initial library personnel recruitment begins.
- 15 Sept. - Library materials will begin arriving in Calgary and continue to arrive until approximately the end of December.
- 1 Oct. - Institute Executive, Administrative and research service functions commence in Calgary.
- 1 January 1976 - Library services will reach effective operating level.

This is an optimum situation. It can be delayed but that in turn presents the Institute with additional problems. The aim should be for the Institute to become established in Calgary with all facilities operational no later than January 1, 1976.

PRESIDENT AND VICE-CHANCELLOR

June 26, 1975

Mr. R.G.S. Currie
Chairman
The Arctic Institute of North America
P.O. Box 190
Calgary, Alberta
T2P 2H6

Dear Mr. Currie:

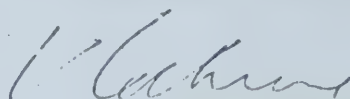
Thank you for your letter of June 17th in which you indicate that The Arctic Institute of North America has voted to move its library and headquarters from Montreal to Calgary and be located at The University of Calgary.

I am pleased to inform you that at a recent meeting of the Board of Governors of The University of Calgary a motion was passed to extend a formal invitation to The Arctic Institute of North America to locate its headquarters at The University of Calgary, and to make available space of up to 15,000 square feet in a University building for a maximum term of five years, it being understood that the Institute would be responsible for obtaining the necessary funds to cover the cost of relocating from its present headquarters in Montreal and of providing operational assistance.

Certain other formalities must be pursued with various bodies at The University of Calgary and arrangements will need to be made with Dr. H.A.R. de Paiva, Vice-President (Services, Facilities and Physical Planning), with regard to lease of the space to The Arctic Institute of North America. You may wish to contact Dr. de Paiva informally to pursue the lease arrangements while we are finalizing the University procedures.

Needless to say, I am delighted with the Institute's decision and look forward to a close and cooperative relationship, which I believe will be of mutual benefit to The University of Calgary and The Arctic Institute of North America.

Yours sincerely,



W. A. Cochrane



The Arctic Institute
of North America

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CALGARY, ALBERTA

OFFICE OF THE EXECUTIVE DIRECTOR

RESEARCH SERVICE

(RESEARCH PROGRAMS COMMITTEE)

SMALL GRANTS
FELLOWSHIPS
STUDIES
FIELD RESEARCH
SEMINARS, WORKSHOPS

ADMINISTRATION

BOARD ADMINISTRATION
FINANCIAL MANAGEMENT
ACCOUNTING
FIELD STATIONS
MEMBERSHIP SERVICE
PUBLICATION SALES

INFORMATION SERVICE

(INFORMATION PROGRAMS COMMITTEE)

ARCTIC SCIENCE AND TECHNOLOGY
INFORMATION SYSTEM
LIBRARY
ARCTIC JOURNAL
NEWSLETTER
CONFERENCES

ARCTIC SCIENCE AND TECHNOLOGY INFORMATION SYSTEM

An important new element of the Arctic Institute's information program will be the Arctic Science and Technology Information System to be based at Institute headquarters in Calgary.

Offices in Montreal, Winnipeg and Anchorage will be operated in collaboration with local universities to make Institute information services directly available to those cities and to branches in northern communities.

Additional funds are being raised to make this activity possible. An application has been made to the Arctic Petroleum Operators Association for a substantial grant to assist in setting up the System in Calgary and an annual grant to assist in accumulating and processing information for storage and ultimate retrieval. Literature searches, bibliographic listings, summary reports and reference information services will be provided to government, industry, the academic community and the general public at cost. This will entail recruiting of highly qualified scientific staff which, by agreement, will take part in the academic curricula at the University of Calgary.

At Institute headquarters in Calgary, a small staff of scientific and technical information specialists and a computerized data bank will operate in co-operation with other information and research programs. The data bank will be created from information being processed through the Institute's library, the publications and conference programs, research projects, and will be supplemented by data obtained from a wide variety of other bibliographic and information sources in North America and abroad. Hard copy and microfilm or microfiche duplicates of material in the data bank will be available at the central Institute library in Calgary or at other AINA offices as the users' needs dictate. Fast and efficient communications will be maintained between Institute offices and co-operating private, academic and government institutions.

The creation of the System and its data base will take place over a period of up to two years. Gradual implementation is necessary in order to ascertain the most feasible techniques for handling information in the light of varying requirements of a host of users.

A goal of the Arctic Institute is to promote a close working relationship with similar organizations of all circumpolar countries, especially in the field of information services. Several conferences have been held and it is certain that most, if not all, northern institutes will participate in the international activity of the Arctic Science and Technology Information System. Participating institutes will most likely share the workload of processing input material on standard forms and will receive output data to fill their needs. In this respect, it is interesting to note that at a May 1975 meeting in Finland of information specialists from the circumpolar countries, a resolution was sent to both Canadian and United States governments requesting that funding be provided for continuation of the Arctic Bibliography as being the only satisfactory northern bibliography in the world. It is the Institute's intention that ASTIS will extend the traditional excellence and utility of the Arctic Bibliography into the future through the utilization of modern technology.

PUBLICATION PROGRAM

The primary objective of Institute policy with respect to publications and media is "to disseminate information and to promote knowledge in the Institute's areas of interest from all possible sources to as broad an audience as possible". Within this broad context, the specific responsibilities are: to prepare and disseminate information on Institute activities, publications, facilities and services; to cooperate and assist in the preparation and presentation of material of a generally informative or specifically educational nature with schools and public and non-public agencies; and, to co-ordinate the editing, publishing and distributing of the Institute's publications:

Arctic. An illustrated scientific journal is distributed quarterly to all Members and subscribers. It presents papers in the natural and social sciences on subjects related to the Arctic and Middle North.

Arctic Bibliography. Very likely the most comprehensive regional reference work in existence, it contains abstracts in English on northern circumpolar regions. Volume number 16 is in press.

Information North. A newsletter containing a miscellany of topical items aimed at keeping Members and other interested people up-to-date on northern highlights and on AINA activities.

Northern Research Survey. A quarterly inventory of northern scientific research planned or underway, available on a subscription basis.

Anthropology of the North: Translations from Russian Sources. Soviet anthropological publications which pertain to northern lands and which are of particular interest to North American specialists are translated into English and published from time to time.

Research Papers. A series of over 60 scientific and technical reports dealing with any aspect of northern research which results from Institute-sponsored projects.

Technical Papers. A series devoted to longer or more specialized writings than are acceptable for publication in Arctic. Twenty-seven volumes have been issued to date.

Other Publications. Numerous reports from "in-house" projects and proceedings of many conferences and seminars are published periodically. Also, the Institute's publishing program is in the process of being broadened and diversified. Formal co-publishing agreements with a number of university presses have been concluded and these agreements will give rise to the regular appearance of a number of prestige volumes on a variety of subjects of northern interest. Thus, the authority of the Institute and the professionalism of these scholarly presses will be brought to bear on the evaluation and publication of books about the North directed toward an audience whose size, appetite and discrimination is growing rapidly.

RESEARCH SERVICES

A major accomplishment of the Institute is to stimulate many developing scientists to specialize in arctic problems. The Grants-in-Aid Program is a vehicle for achieving this important function. Applications are accepted from graduate students throughout the universities of North America. Small grants are made to assist individual investigators and frequently an applicant is put in touch with on-going projects where additional assistance can be found.

Researchers are frequently assisted in obtaining financial and logistical support at the Naval Arctic Research Laboratory at Barrow, Alaska. Using funds provided by the Office of Naval Research, the Institute awards grants to scientists and students to perform research of their own design which can be related to long-term Navy interests. Along with such grants goes extensive logistical support at the Laboratory.

The Research Program Committee, utilizing the expertise of Governors and Fellows of the Institute, serves the scientific community by reviewing and evaluating scientific plans of researchers to assist them in finding support. Conversely, the committee from time to time will review the state of research in the Arctic and recommend areas which require increased attention.

From time to time it becomes useful to call research workers, educators, industrial developers, and government officials together to exchange information and viewpoints regarding knowledge in a specific discipline or in a specific geographic area. An example is the Beaufort Sea Symposium which resulted in a publication recognized by scientists and industry as a primary source of up-to-date knowledge about the area.

The Institute presently operates two field stations to support a variety of research projects of investigators from many universities. Working closely with faculty advisors, the Institute has made possible the field work needed by many junior investigators to qualify for advanced degrees. The Icefield Ranges Research Project in the St. Elias Mountains and the Devon Island Research Station are managed for the benefit of the entire scientific community.

The Institute has a distinguished history of performing special studies in a variety of subjects in response to the needs of government and industry. Some examples are the Arctic Marine Commerce Study which looked at the role of marine commerce in future arctic resource development, seismic studies on the Greenland icecap and at various sites throughout Canada, an inventory of glaciers and associated features in the St. Elias Mountains and studies of communications, education and community development in the North. In such programs, the Institute organizes special study groups to work together for the duration of the project.

PROFESSIONAL STAFF

The primary role of the Institute professional staff is to serve as a catalyst to promote special activities directed toward arctic problems. Their role is normally the organization, coordination, and program management of arctic research projects and information exchanges. The professional staff of the Institute consists of a small, broadly experienced group who manage the on-going programs. This group is augmented by individuals having specific interests in the Arctic. They work on special studies, or engage in field research according to their interests and the nature of the problems being addressed. The Institute has an additional group of Fellows and affiliated scientists who normally participate in Institute projects on a part-time or short-time basis. This group may include university faculty on sabbatical leave or visiting scientists from other circumpolar countries. As respected academicians, scientists and administrators or as experienced northerners they are called upon to respond on behalf of the Institute to those who seek advice. Under the auspices of the Institute's Calgary headquarters, they assist with the Institute's traditional functions and seek to facilitate the dialogue between the different and sometimes differing schools of thought concerning northern affairs. With their counsel, the Institute can place greater emphasis on communications aimed at providing more comprehensive information for the concerned layman, or the administrator, who wants an overview of the issues involved, as well as improving the exchange of information between northern research, education and information centres at the provincial, national and international level.

At this writing the Institute's professional staff is:

R.C. FAYLOR, Acting Executive Director, is an engineer by profession and has more than 30 years experience in designing and testing equipment, planning and managing construction and scientific projects in the Arctic and Antarctic, organizing and supervising special studies in transportation and environment, and participation in technical committees dealing with a variety of arctic and cold environment problems.

K. de la BARRE, Director, Information Services, is a professional public accountant and an information specialist with training in northern geography. He is staff advisor to the Information Programs Committee and is responsible for publication of the journal Arctic and the publications program of the Institute. He is responsible for the Institute's library and for the development of other information services, and has wide experience in organizing and supervising research studies, especially those relating to man in the north and northern community development, conferences and field research projects.

I. COUTINHO, is the Institute's head librarian. Her professional background includes the management of a large university engineering library, graduate studies in information systems, and she has held important executive positions in several specialized library associations.

J.E. SATER, Director, Research Services, is a photogrammetrist and a specialist in arctic environmental studies. He is staff advisor to the Research Programs Committee and in that capacity manages the Grant-in-Aid Program of the Institute. He was the coordinator of the book Arctic Basin and co-author or editor of many publications, including Arctic Environment and Resources. He has organized and managed several conferences including the Beaufort Sea Symposium and was co-editor of the proceedings The Coast and Shelf of the Beaufort Sea.

J.C. REED, Resource Geologist, is an Institute Staff Scientist in Washington, D.C. Dr. Reed is an author of many papers on Alaskan geology and on mineral resources in the Arctic. He is an advisor to the U.S. Navy Office of Naval Petroleum and Oil Shale Reserves with regard to geological, and environmental matters concerning Naval Petroleum Reserve No. 4 near Barrow, Alaska.

STEWART FRENCH, is a Legislative Counselor and specializes in legislative and legal implications of Naval Petroleum Reserve No. 4. He has written an important paper on the Alaska Native Claims Settlement Act and its implications on Alaska.

A.G. RONHOVDE, is an Institute staff advisor on economics and international law regarding the Arctic Ocean, with special emphasis on the Law of the Sea Conference activities. He is the author of Institute Technical Paper No. 27 titled Legal and Regulatory Framework for Arctic Marine Commerce: With Special Reference to the United States.

W.I. WITTMANN, affiliated Staff Scientist, is a well-known specialist in sea ice distribution, dynamic behavior, and physical characteristics. He is involved in research on methods of sea ice prediction by satellite remote sensing. He is the author of many papers on sea ice, the most recent being Notes on the Time-Space Changes in the Features and Dynamics of the East Greenland Pack Ice.

R.A. LENTON, is the Institute's Logistics Officer. He has extensive experience in planning and executing all phases of the support activities necessary for the accomplishment of research studies at remote sites. He has performed such functions in Antarctica, Greenland, the Arctic Archipelago, Yukon Territory and on ships operating in arctic waters. He is also a technical information specialist attached to the library.

In addition to the present professional staff, and as mentioned in the preceding discussion of the ASTIS, there will be a need for other highly specialized personnel. In resolving to move its headquarters and establish the Arctic Science and Technology Information System in Calgary, the Institute will require experienced specialists in environmental sciences, biological sciences, social sciences, engineering and information processing. Their employment must be undertaken from the Institute's headquarters at the University of Calgary.

